



Departmental Business Plan and Outlook

Department Name: Building

Fiscal Years:

2003 - 2004

&

2004 - 2005

Plan Date: November 14, 2003

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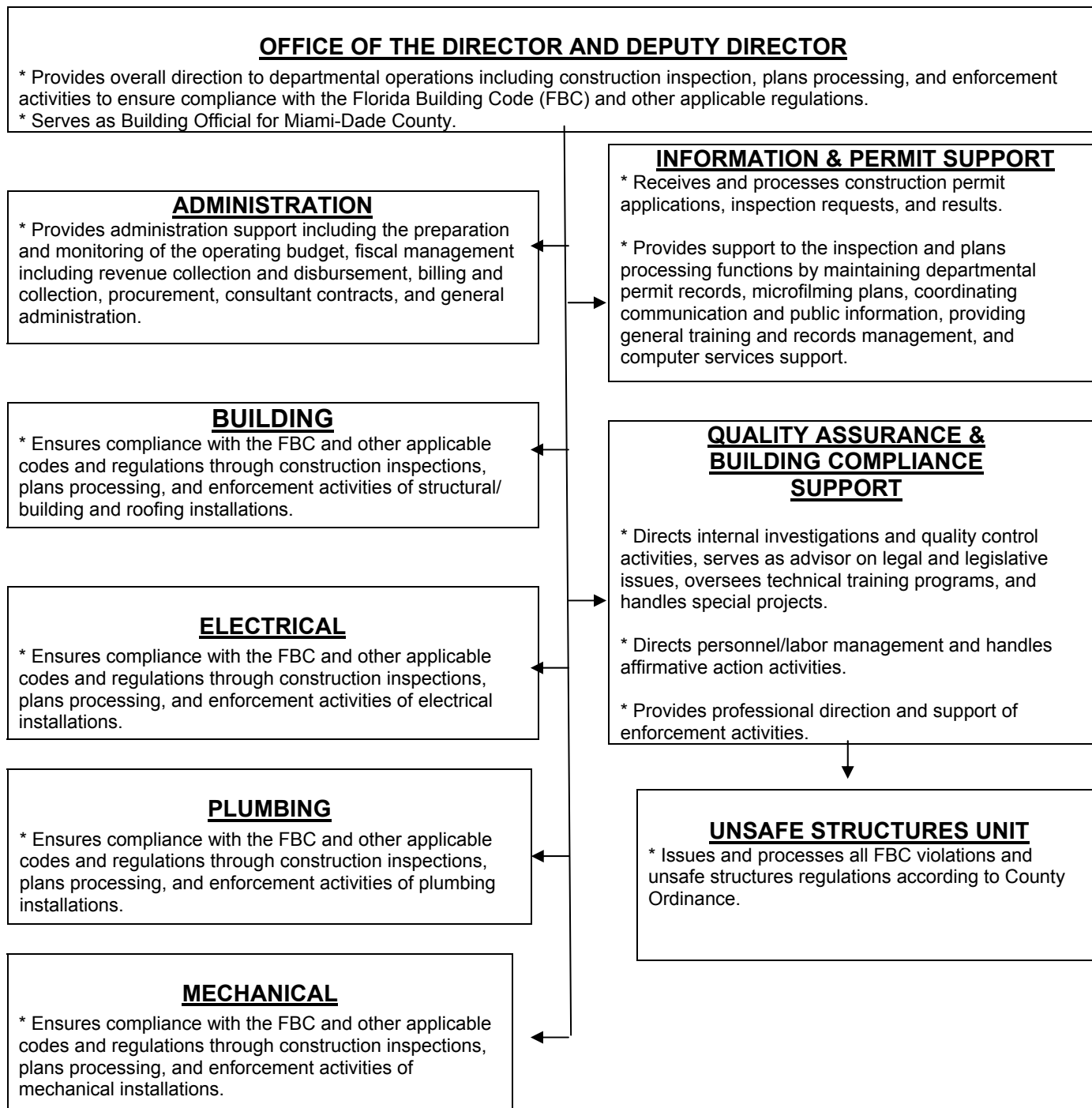
Goals:

Use Consistent, fair and effective means to achieve code compliance.

EXECUTIVE SUMMARY

Brief description of the department

The Building Department provides building permit services and enforces building codes and regulations governing new construction, maintenance and alteration of existing buildings and unsafe structures within the area of unincorporated Miami-Dade County.



Most significant objectives or milestones to be achieved during the current and next fiscal year

1. Reduce the response time to citizens' complaints to five working days.
2. Reduce the processing time of unsafe structure cases to 240 days.
3. Reduce the time to demolish a building after the demolition order is issued to 15 days.
4. Reduce the number of expired permits by 3% each year.
5. Complete 100% of all residential plan review within 20 working days.
6. Complete 100% of all commercial plan review within 24 working days.
7. Eliminate inspection carry-overs.

Significant factors critical to the department's successful implementation of the Business Plan

1. Salary review of technical staff. The Employee Relations Department is presently conducting a salary review of technical positions within the Building Department. A favorable result is essential to the implementation of an aggressive recruitment and employee retention program.
2. Coordination of enforcement efforts with other County departments and disciplinary boards for a more efficient use of county resources in addressing violations.
3. Increased dedicated enforcement staff and source of enforcement funding. To achieve a significant increase in enforcement efforts and to move to proactive enforcement the Building Department requires an increase in enforcement staff and a dedicated source of funding.
4. Incorporation and Annexation have had a moderate impact on the Miami-Dade County Building Department's overall revenues and staffing levels. However, if plans that are currently under way for future incorporation/annexation come to fruition (i.e. Redlands, East Kendall, West Kendall) it could have a major impact in the Miami-Dade County Building Department revenues and staffing levels and in the department's ability to meet certain established performance levels.
5. Alternative Plan Review and Inspection Process.

The alternative plan review and inspection process allows the owner to use a private provider for the plan review and inspections associated with the permitting process.

The volume of permits issued by the Department under the provisions of F.S. 553.791 had minor impact in the plan review and inspection functions of the Building

Department during Fiscal Year 2002-2003 (less than 1% of the overall permitting activity). However, there has been a noticeable increase in the amount of private providers who are currently registered to provide these services. The growing numbers of these companies have hindered the Building Department's ability to hire and retain qualified technical plan review and inspection staff.

6. Wireless technology

In June 2004 the Building Department must be ready to utilize a new wireless service for transmissions of inspection results. Currently, Miami-Dade County utilizes ATT CDPD Service. ATT is discontinuing this service and is upgrading to GPRS. The wireless devices currently utilized by the Building Department need to be replaced, configured and deployed to inspectors. The County must acquire the new service, which requires competitive bidding in the form of reverse bid auction. Timing is the issue, as well as, the fact that other wireless carriers' solutions have not been tested. New hardware cannot be procured until the network is selected. If the procurement process is not expedited the wireless inspection program may be temporarily discontinued.

7. Interactive Voice Response System upgrade

The upgrade is contingent upon the cooperation of all County departments involved in the permitting process in providing the required funding.

Signature _____
Department Director

INTRODUCTION

Department Purpose/Mission Statement

Provide efficient, accountable, and responsive building permit processing and enforce regulations governing buildings and unsafe structures while responding to the building industry and protecting citizens.

Department Description

Building Department major duties and responsibilities

- Review and process construction permit applications. Route applications to other County departments involved in the permit process.
- Perform plan review of construction documents to ensure compliance with the Florida Building Code and all other applicable codes and regulations.
- Issue building permits and maintain records of construction documents.
- Receive and process inspection requests.
- Perform inspection of active permits to ensure compliance with the Florida Building Code and all other applicable codes and regulations.
- Issue permanent and temporary certificates of occupancy and completion.
- Receive and process complaints related to building code violations and unsafe structures.

Brief History of the Department

The Building Department was created in October 1998. In previous years, the Department had been part of the former Planning Development and Regulation Department (1995 through 1998) and the Building and Zoning Department (prior to 1995).

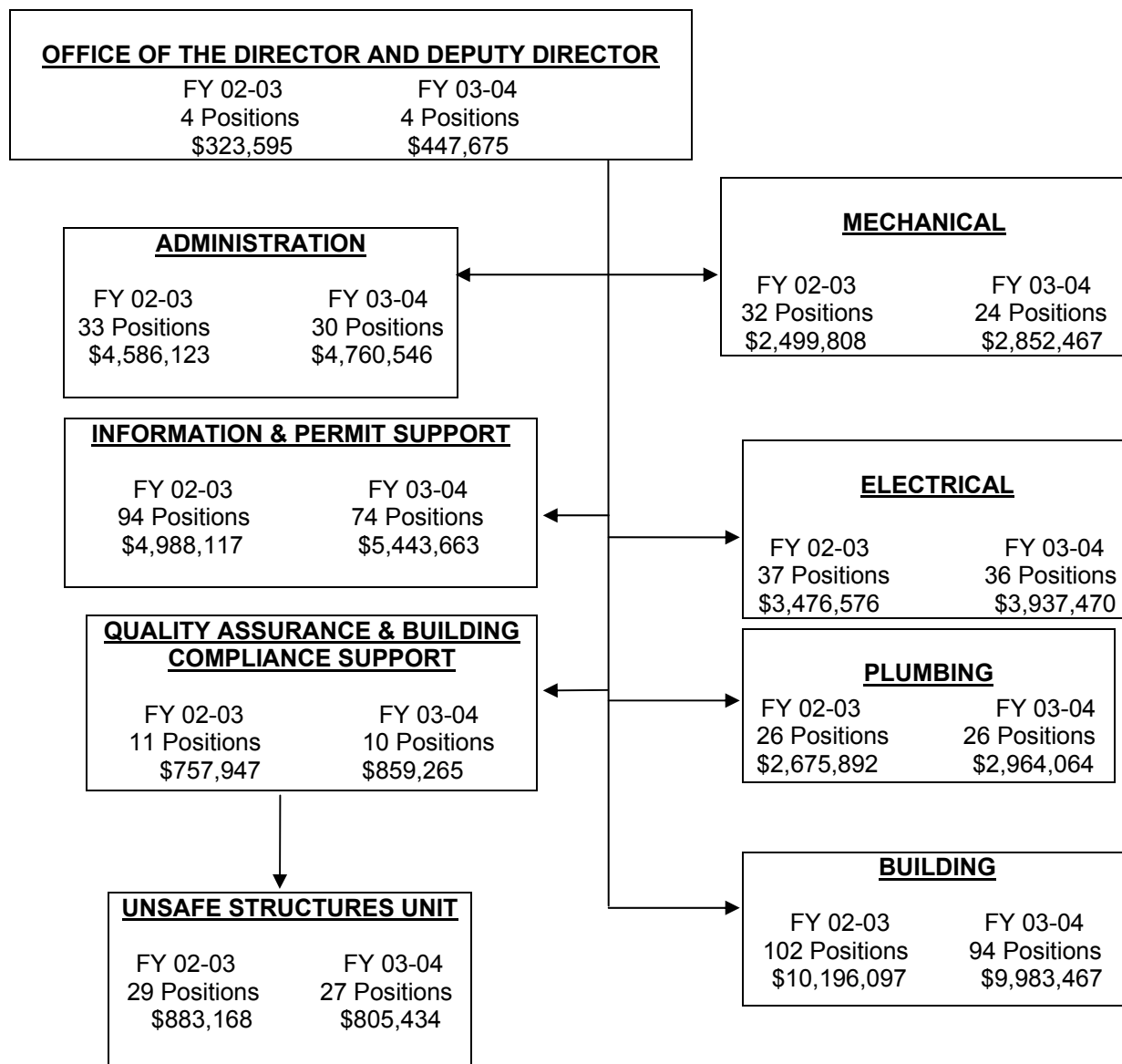
Significant events that continue to impact the department's purpose or mission

- Hurricane Andrew significantly increased permit activity and brought to the forefront the problem relating to permits that expire without being finalized. There are approximately 235,000 permits that are expired and lacking mandatory inspections. Dealing with expired permits has a negative impact on departmental resources and creates difficulty for the average citizen who deals with the process. Reducing the number of permits that expire each year prior to finalization is a performance measure outlined in the business plan.
- Over the past years the department has been the subject of several Grand Jury Investigations. Recommendations from the Grand Jury have significantly impacted departmental operations including:
 - Limiting daily inspections workloads.
 - Reorganization and restructure of the department.

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- Changes in security relating to technology and public access to inspectors/plan examiners.
 - Significant permitting process changes.
- Technology has been and will continue to be utilized to improve efficiency, make information available to the department's patrons via the Internet and eliminate routine tasks previously performed by inspectors, plans examiners and clerical staff. Departmental records are available on the Internet, as well as, the ability to receive various services such as permit inspections and appointments. This technological revolution has improved the operation but has had a cost implication to the department.
- Relocation of the permitting process and consolidation of Building Department staff to a facility located within the geographic center of construction has improved the permitting process and improved customer/employee satisfaction. The cost of this relocation has had cost implications to the Department.
- Future incorporations/annexations currently underway could have a major impact on the Miami-Dade County Building Department. There are a couple of extremely important factors, which will influence the immediacy of the impact on the Department. Incorporation has a delayed effect on activities within the Department. Municipalities, as they incorporate, do not immediately form their own building departments under the terms of the executed master inter-local agreements, requiring the Miami-Dade County Building Department to continue providing all permitting services at the same level as prior to incorporation. Additionally, after a transition date has been established for the newly formed building department to assume all permitting and enforcement functions, the Miami-Dade County Building Department will continue to perform inspections related to building permits issued prior to the transition date, resulting in a gradual reduction of the services provided. These factors will allow for a smooth and orderly downsizing of the department, to reflect the newly adjusted Unincorporated Municipal Service Areas (UMSA), while continuing to maintain our current service levels.
- Adoption of the statewide Building Code continues to affect the Department and patrons as both become more familiar with the initial version of the Code and further Code amendments. An increase in rejection rates has been realized. Extreme efforts were taken to ensure systems and employees were ready to enforce new requirements.
- The volume of permits issued by the Department under the provisions of F.S. 553.791 had minor impact in the plan review and inspection functions of the Building Department during Fiscal Year 2002-2003 (less than 1% of the overall permitting activity). However, there has been a noticeable increase in the amount of private providers who are currently registered to provide these services. The growing numbers of these companies have hindered the Building Department's ability to hire and retain qualified technical plan review and inspection staff

Organization and Staffing Levels



Major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes

1. The Office of Permit Management (OPM) was created during the FY 01-02 budget process within the Information and Permit Support Division. Prior to the positions being established, the Department was able to assimilate the specific functions of OPM with existing staff within the Information and Permit Support Division. As a result, four (4) positions were eliminated from the FY 03-04 Budget.
2. With the consolidation of operations at the Miami-Dade County Herbert S. Saffir Permitting and Inspection Center, and in combination with the continued development of Internet web services available for permitting activities, the Building

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Department's office located in the South Dade Government Center experienced a reduction of individual workloads. As a result of these recognized efficiencies, five (5) positions were eliminated from the FY 03-04 Budget.

3. During the final budget process for FY 03-04, a recommendation was made to eliminate twenty-seven (27) budgeted vacant positions from the Building Department. The department expressed concern that many of the vacancies which were targeted for elimination, were high turnover positions caught in the middle of the hiring process. Eliminating these 27 positions in addition to the 16 positions the department had already recommended would severely impede the Department in maintaining service levels during FY 03-04.
4. In 1990, Miami-Dade County entered into an agreement with the State of Florida, which allowed the County to provide elevator permitting and inspection services in Miami-Dade County. In September 2002, the contract between the State of Florida and Miami-Dade County was cancelled. Under the terms of the cancellation, the Building Department agreed to continue to provide inspection services on any active elevator installation permits through April 2003. As a result of the Building Department discontinuing elevator permitting and inspection services, seven (7) positions were eliminated from the FY 03-04 Budget.

Staffing Levels

Functional Unit	FY 02-03 Budget (Prior Year)	FY 03-04 Budget (Current Year)
Administration	48	44
Information & Permit Support	87	72
Office of Permit Management	7	2
Permitting	197	180
Unsafe Structures	29	27
Total	368	325

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 02-03 Actual	Current Fiscal Year 03-04 Budget	Projection as of 10/31/03
Revenues			
Licenses	28,403	23,670	23,670
Fines and Forfeits	725	650	650
Miscellaneous	402	375	375
Carryover	7,953	7,359	7,359
Total	37,483	32,054	32,054
Expenditures			
Administration	5,668	6,068	6,068
Info & Permit Sup.	4,880	5,337	5,337
OPM	108	107	107
Permitting Trades	18,848	19,737	19,737
Unsafe Structures	883	805	805
Total	30,387	32,054	32,054

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY 02-03 Beginning Year Actual	EOY FY 02/03 Year-end Actual	Current FY 03-04 Year-end Budget
030 / 060	7,953	7,096	7,359
Total *	7,953	7,096	7,359
* Please note: Pooled cash consists of Fund Balance.			

Major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts

In FY 01-02 the Building Department authorized a consulting agreement with KPMG, LLP to provide an expert and professional study and review of the permitting fees and other charges for services provided by the Building Department, including recommendation of a sound and effective schedule of fees and charges to recover all direct and indirect costs. During FY 02-03, while still working with the consultant's recommendations, as part of the County Manager's Contingency Savings Plan, the Department agreed to delay any proposed fee increases for one year. However, in the second half of FY 03-04, the Department will review its need to increase specific fees (i.e. microfilm services) and the establishment of new fees (i.e. residential shop drawings, partial inspections and issuance of commercial certificates of occupancy).

Business Environment

1. Customers served

The majority of the Building Department customers are related to permitting services are contractors, design professionals and/or plan expeditors. Less than 1% of the customers utilizing permit services are owner builders. However, with regard to enforcement activity, the proportion of cases against property owners is much larger.

2. Anticipated Code changes and impact of those changes

The Florida Building Commission and its Technical Advisory Committees are currently working in the preparation of the 2004 Florida Building Code (FBC) with implementation date set for January 1, 2005.

The Florida Building Commission has adopted two new codes, the International Building Code and the International Residential Code, to serve as templates for the 2004 Florida Building Code and Florida Residential Code respectively. This code change is anticipated to have a substantial impact to both the construction industry and regulatory agencies, similar in nature to the transition from the South Florida Building Code to the Florida Building Code. As a result, the Department will have to invest time and resources in technical training, computer re-programming and public education and information.

3. Geographical Areas Served

The Building Department currently serves the unincorporated area of Miami-Dade County and the cities of West Miami, Doral and Miami Gardens.

4. List of Competitors

A) Permitting Services by Private Providers.

Prior to March 1, 2002, the Building Department relied only upon its own staff for the issuance of building permits. With the adoption of the Florida Building Code on March 1, 2002, permits by affidavit became an available option, which provides for the issuance of permits relying upon a sworn affidavit from a registered professional. On October 1, 2002 a state law introduced permitting services by private providers, which reaffirmed the issuance of building permits based upon the performance of plan review and inspections by private licensed professionals.

The volume of permits issued by the Building Departments using the private providers' option represents less than 1% of the overall permitting activity, resulting in no impact to the required staffing levels. However, the increase of private companies providing these services is starting to hinder the Building Department's ability to hire and retain inspectors and plans examiners.

B) Incorporation and Annexation

To this date, incorporation and annexation have had a moderate impact on the

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Miami-Dade County Building Department's overall revenues and staffing levels. As compared to Fiscal Year 01-02, during Fiscal Year 02-03 the Building Department issued 8% less permits, performed 7% less inspections and collected 2% higher revenues. However, the last quarter of Fiscal Year 02-03 reflects an increase of permits issued and inspections performed of 10% and 4% respectively as compared to the same quarter the previous year. The overall reduction of permitting activity during Fiscal Year 02-03 may be attributed to the Omni Point court case, rather than to the incorporation movement as evidenced by the increased activity of the last quarter of the year.

If plans that are currently under way for future incorporation/annexation come to fruition (i.e. Redlands, East Kendall, West Kendall) it could have a major impact in the Miami-Dade County Building Department.

Critical Success Factors

1. Salary review of technical staff. The Employee Relations Department is presently conducting a salary review of technical positions within the Building Department. A favorable result is essential to the implementation of an aggressive recruitment and employee retention program. Inability to increase salary ranges in an effort to reach and maintain full staffing levels will result in not meeting the desired performance levels established in the business plan.
2. Coordination of enforcement efforts with other County departments and disciplinary boards. The reduction in response time to citizens' complaints is contingent upon the implementation of a countywide intake system to efficiently use County resources by eliminating duplication of enforcement efforts. The success in reduction of case processing time and the reduction of violations is contingent to the scheduling of hearings by other County departments and the support provided by regulatory boards.
3. Increased dedicated enforcement staff and dedicated source of enforcement funding. To achieve a significant increase in enforcement efforts and to move to proactive enforcement requires an increase in enforcement staff and a dedicated source of funding.
4. Incorporation and Annexation

Incorporation and annexation have had a moderate impact on the Miami-Dade County Building Department's overall revenues and staffing levels. However, if plans that are currently under way for future incorporation/annexation come to fruition (i.e. Redlands, East Kendall, West Kendall) it could have a major impact in the Miami-Dade County Building Department revenues and staffing levels and in the Department's ability to implement the business plans.

5. Alternative Plan Review and Inspection Process

The volume of permits issued by the Department under the provisions of F.S. 553.791 has had minor impact in the plan review and inspection functions of the Building Department during Fiscal Year 2002-2003 (less than 1% of the overall permitting activity). The Department does not anticipate any immediate substantial reduction on the workload resulting from this alternative permitting option. However, there has been a noticeable increase in the amount of private providers who are currently regulated to provide these services. The growing numbers of these companies have hindered the Building Department's ability to hire and retain qualified technical plan review and inspection staff.

6. Wireless technology

In June 2004 the Building Department must be ready to utilize a new wireless service for transmissions of inspection results. Currently, Miami-Dade County utilizes ATT CDPD Service. ATT is discontinuing this service and is upgrading to GPRS. The

wireless devices currently utilized by the Building Department need to be replaced configured and deployed to inspectors. The County must acquire the new service, which requires competitive bidding in the form of reverse bid auction. Timing is the issue, as well as, the fact that other wireless carriers' solutions have not been tested. New hardware cannot be procured until the network is selected. If the procurement process is not expedited, the wireless inspection program may be temporarily discontinued.

7. Interactive Voice Response System upgrade

The upgrade is contingent upon the cooperation of all the County departments involved in the permitting process in providing the required funding.

Future Outlook

1. The Building Department will continue to develop technology to improve efficiency and eliminate routine clerical duties.
2. The Building Department will continue to expand the electronic applications with programmatic review when possible.
3. The Building Department will continue to deploy technology to other regulatory departments where feasible to reduce permit and inspection cycle time.
4. The Building Department will continue to pursue providing permitting services for other areas of jurisdiction (i.e. School Board).
5. Implementation of a new wireless network.
6. The Building Department will continue to train staff for improved customer service.
7. The Building Department will continue to search for alternative funding sources for enforcement activities.

Departmental Business Plan and Outlook
Department Name: Building Department
Fiscal Years: 2003 – 2004 & 2004- 2005

Goal: *Use consistent, fair and effective means to achieve code compliance.*

Outcome NU4: *Timely identification and remediation of nuisances, including unsafe structures.*

Strategies NU4-2:

Provide timely and consistent remediation services for nuisances.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Ninety percent (90%) of unsafe structure cases opened during the last twenty-four (24) months have been closed.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Initial response to citizens' complaint	30 days	20 days	5 days	1. Automate complaint intake and scheduling of follow-up activities with built-in escalation notices for past due activities. 2. Increase the number of dedicated enforcement staff. 3. Coordinate with Team Metro, Building Code Compliance Office, Fire, Police Departments for a countywide complaint intake. 4. Salary review requested from Employee Relations Department as part of aggressive recruitment and employee retention program.	Division Directors of all the Trades and Information & Permit Support.
2. Unsafe Structures cases processing time from intake to closing	489 days	360 days	240 days	1. Automate complaint intake and scheduling of follow-up activities with built-in escalation notices for past due activities. 2. Eliminate clerical routine duties by automation. 3. Increase the number of dedicated enforcement staff. 4. Coordinate with Building Code Compliance Office efficient scheduling of hearings.	Division Directors of all the Trades, Information & Permit Support and Quality Assurance.
3. Time to demolish after demolition order is issued.	44 days	15 days	15 days	1. Modification of demolition contracts to contain 15 days time line. 2. Assignment of staff member to coordinate these efforts.	Quality Assurance Division Director.

Departmental Business Plan and Outlook
Department Name: Building Department
Fiscal Years: 2003 – 2004 & 2004- 2005

Goal: <i>Use consistent, fair and effective means to achieve code compliance.</i>					
Outcome NU4: <i>Resident and business voluntary compliance with county codes.</i>					
Strategies NU4-1: <i>Review and re-evaluate code to ensure appropriate first action for a code violation.</i>					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <i>Eighty percent (80%) of residents are aware of critical knowledge factors of code compliance.</i>					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Number of expired permits during the year.	2,868	3% reduction	3% reduction	1. Identify permit types that can be systematically inspected prior to expiration (tents, tie down, trailer). 2. Issue Notice of Violation to property owner on state contractors cases. 3. Coordinate with Building Code Compliance to schedule more cases for prosecution.	Division Directors of all the Trades, Information & Permit Support and Quality Assurance.

Departmental Business Plan and Outlook
Department Name: Building Department
Fiscal Years: 2003 – 2004 & 2004- 2005

Goal: *Use consistent, fair and effective means to achieve code compliance.*

Outcome NU4: *Consistent interpretation and application of enforcement practices.*

Strategies NU4-3:

- Develop and maintain educated code compliance staff.
- Ensure adequate and equitable distribution of enforcement staff and resources.
- Periodically review code regulation.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Eighty percent (80%) of customers satisfied with services provided in each district.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Percentage of residential plans reviewed in 20 working days or less.	95% of plans	98 % of plans	100% of plans	1. Continue to track plans with daily notification of supervisory staff for non-compliance. 2. Salary review requested from Employee Relations Department as part of aggressive recruitment and employee retention program. 3. Code training (new code anticipated Jan. 2005).	Division Directors of all the Trades and Information & Permit Support.
2. Percentage of commercial plans reviewed in 24 working days or less.	94% of plans	96 % of plans	100% of plans	1. Continue to track plans with daily notification of supervisory staff for non-compliance. 2. Salary review requested from Employee Relations Department as part of aggressive recruitment and employee retention program. 3. Code training (new code anticipated Jan. 2005).	Division Directors of all the Trades and Information & Permit Support.
3. Percentage of inspection carry-overs	2 %	1 %	0%	1. Continue to maintain and upgrade current mobile inspection system for the management of inspection staff and entry of results. 2. Salary review requested from Employee Relations Department as part of aggressive recruitment and employee retention program. 3. Code training (new code anticipated Jan. 2005).	Division Directors of all the Trades and Information & Permit Support.

Departmental Business Plan and Outlook
Department Name: Building Department
Fiscal Years: 2003 – 2004 & 2004- 2005

Goal: *Create a more business-friendly environment in Miami-Dade County.*

Outcome ED4: *Customer-friendly environment for regulated business and entities doing business with Miami-Dade County.*

Strategies ED4-2:

- Use technology to provide ease of access.
- Review existing regulations for bottlenecks.
- Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Eighty percent (80%) of business satisfied or very satisfied with the County's business processes within two (2) years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
1. Building plan review time of short events	5 days	2 days	1 day	Establish an expedited permitting procedure for short duration events.	Information & Permit Support Division Director
2. Number of phone calls received	21,500 calls per month	23,000 calls per month	25,000 calls per month	Upgrade the Interactive Voice Response (IVR) System Tasks	Information & Permit Support Division Director
3. Percentage of plan review reflection	48%	45%	40%	Provide code related education seminars to construction industry.	Division Directors of all the Trades.